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March 31, 2004

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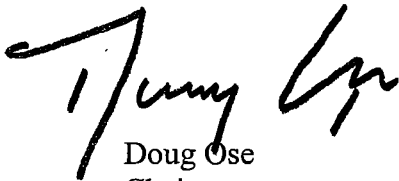
The Honorable Asa Hutchinson
Under Secretary for Border
Transportation and Security
Department of Homeland Security
Washington, DC 20528

Dear Under Secretary Hutchinson:

This letter follows up on the March 24, 2004 joint hearing of the Government Reform Subcommittee on Energy Policy, Natural Resources and Regulatory Affairs, and Subcommittee on National Security, Emerging Threats and International Relations entitled "The Homeland Security Department's Plan to Consolidate and Co-locate Regional and Field Offices: Improving Communication and Coordination." As discussed during the hearing, we are enclosing questions to be completed for the record.

Please send your response to the Subcommittee majority staff in B-377 Rayburn House Office Building and the minority staff in B-350A Rayburn House Office Building by April 29, 2004. If you have any questions about this request, please call Danielle Quist at 226-2067. Thank you for your attention to this request.

Sincerely,



Doug Ose
Chairman

Subcommittee on Energy Policy, Natural
Resources and Regulatory Affairs



Christopher Shays
Chairman

Subcommittee on National Security,
Emerging Threats and International
Relations

cc: The Honorable Tom Davis
The Honorable John Tierney

The Honorable Dennis J. Kucinich

Enclosure

- Q1. Implementation.
- a. How has the Department of Homeland Security (DHS) involved or will DHS involve local first responders and other stakeholders in the development of its regional and field office plan?
 - b. What is the coordinating mechanism created among the different components of DHS?
 - c. For those DHS component agencies without regional/field offices, how do you plan to incorporate them into any revised regional/field structure?
 - d. How does DHS plan to monitor the success of its regional and field offices? For example, has DHS identified appropriate outcome performance measures for these offices? If so, please identify them.
- Q2. Cost Savings. During your March 24th testimony, you stated that consolidation of DHS regional and field offices will probably result in cost efficiencies. Please identify and quantify expected cost efficiencies.
- Q3. Cross-Training. Please explain DHS's plan to cross-train its employees. In DHS's response, please include: (a) functions to be cross-trained, (b) cross-training at regional and field levels, (c) completed cross-training programs, and (d) any pilot cross-training programs and evaluations of their success.
- Q4. Technical Assistance. In your March 24th testimony, you testified that DHS's regional and field office plan will provide one-stop-shopping for technical assistance. How does DHS intend to implement its plan for one-stop-shopping?
- Q5. Best Practices. Page 5 of your testimony notes plans to establish a National Incident Management Center (NIMS) Integration Center as a focal point for first responders' best practices.
- a. Please provide more detail about how this center will evaluate lessons learned and employ best practices.
 - b. How does DHS identify best practices that may already exist within the legacy Federal agencies?
 - c. How does DHS apply those best practices department-wide?

Q6. Intersection with DOD. DHS is responsible for homeland security while the Department of Defense (DOD) is responsible for homeland defense. If the U.S. suffered another terrorist attack, these two missions could intersect.

- a. Does DHS intend to engage in cross-training activities with DOD personnel?
- b. In its plans to consolidate and co-locate regional and field facilities, is DHS considering the co-location of certain functions (e.g., staging areas and air missions) on DOD-owned or leased facilities? Would co-location provide cost efficiencies and assist in mission coordination? If so, do you have an estimate of any expected savings?